

*Environmental Management Consolidated  
Business Center (EMCBC)*

*United States Department of Energy  
Cincinnati, Ohio*



## 5-YEAR WORKFORCE MANAGEMENT PLAN

2007 - 2011

September 29, 2006

## MESSAGE FROM THE DIRECTOR

The Environmental Management (EM) Consolidated Business Center (CBC) was established on June 7, 2004, to provide business and technical support services for EM Closure & small sites. The functions of the EMCBC are to support the mission of the Office of Environmental Management by ensuring customer sites are provided with required and improved business support needed to execute the closure mission. The goals of the EMCBC are to establish standardized business processes, consolidate critical business functions, recognize the differences in needs among customer sites, and manage the EM closure cadre resources.

This 5-Year Workforce Management Plan is an important tool in planning and decision making with respect to Human Capital resource utilization, particularly in establishing and maintaining a capable, technically competent, and diverse workforce necessary both now and in the future to support the accomplishment of EM's cleanup mission.

My goal is to ensure the delivery of products and services to our customer sites is accomplished in a timely and effective manner in accordance with EM strategic goals and objectives.



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Jack R. Craig, Director

9/28/06

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Date

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# **5 – YEAR WORKFORCE MANAGEMENT PLAN**

Fiscal Years 2007 – 2011

## **1. PURPOSE**

The Fiscal Year (FY) 2007 – 2011 Department of Energy (DOE) Environmental Management (EM) Consolidated Business Center (CBC) 5-Year Workforce Management Plan, henceforth referred to as the “Plan,” is the tool the EMCBC leadership will use in managing its human capital resources. The purpose of the Plan is to ensure that the EMCBC has “the right people in the right jobs at the right time.” EMCBC must conduct workforce planning to identify the skills and resources needed to ensure the successful completion of the work activities defined in its mission.

This is the first 5-Year Workforce Management Plan for the EMCBC. It is intended to establish a workforce baseline for the EMCBC and a framework for maintaining critical technical and non-technical skills, balancing workforce diversity, and developing a skills pipeline. The Plan identifies staffing and workforce capabilities needed for continued operation of the EMCBC during the period from 2007 through 2011. It focuses on the EMCBC mission and potential changes thereto; expected changes in resources needed to carry out the mission; and the level and type of competencies required to maintain as well as to enhance organizational performance. Identifying strategies to address expected skills gaps in the key professional and administrative occupations is particularly important.

The Plan establishes challenging objectives for EMCBC leadership to manage the workforce creatively and efficiently and to maintain the current size of the EMCBC Federal workforce while preserving competence, maintaining diversity, and accomplishing the objectives identified in the EM Performance Management Plan (PMP). This Plan supports and implements workforce-related strategies and/or objectives found in:

- President’s Management Agenda
- DOE Strategic Plan
- EM Performance Management Plan
- EM Human Capital Management Plan

## **2. BACKGROUND**

The mission of the Office of Environmental Management (EM) is the accelerated risk reduction and cleanup of the environmental legacy of the nation's nuclear weapons program and government-sponsored research and development. The EM environmental cleanup program is one of the largest, most diverse, and technically complex in the world, including responsibility for the cleanup of approximately 108 sites across the country. Included in that responsibility is the need to:

- Safely disposition large volumes of nuclear wastes;
- Safeguard materials that could be used in nuclear weapons; and,
- Deactivate and decommission several thousand contaminated facilities no longer needed to support the Department's mission, including remediation of extensive surface and groundwater contamination.

The EMCBC plays a key role in the accelerated risk reduction and cleanup mission of EM. The mission of the EMCBC is to provide business support services for closure and other sites in the EM-complex. Business support services include: financial management; logistics management;

information resource management; human resources management; contracts management; and legal services. In addition, the EMCBC provides technical and subject-matter experts with expertise in managing site closure requirements. Although the mission of the EMCBC is not expected to change significantly over the next five years, changes may occur as the needs of the EM complex shift and more sites prepare for closure.

### **3.0 RESPONSIBILITIES**

To achieve the goals and objectives set forth in this Plan, a variety of mechanisms must be established for tracking, reporting, and ensuring accountability for the outcome associated with the implementation of the strategies identified in the Plan, in addition to carrying out servicing responsibilities for other EM sites as outlined in established Service Level Agreements with those sites. The following are critical lines of responsibilities and expectations that must be adhered to in effectively implementing this Plan:

#### **3.1 Director, EMCBC:**

- Determine staffing priorities for the EMCBC.
- As appropriate, direct the sharing of existing skills/resources across and between EMCBC organizations to ensure full utilization of skills/resources prior to approving a recruitment action.
- Approve recruitment actions and the submission of exceptions to the EM Hiring Controls Policy.

#### **3.2 Assistant Directors, EMCBC:**

- Recommend staffing priorities.
- As appropriate, request and utilize skills of existing EMCBC employee(s), regardless of whether internal or external to assigned organization, prior to initiating a recruitment action.
- Support requests from other DOE-EM organizations to utilize assigned Closure Cadre employee(s) to address an identified skills gap.
- Recommend and support opportunities to allow for entry-level hiring, such as hiring through the Federal Career Intern, Student Career Education and Upward Mobility Programs.
- Determine recruitment and/or staffing strategies that will balance the EMCBC workforce diversity profile, in coordination with the Office of Civil Rights and Diversity and Office of Human Resources.

#### **3.3 Office of Human Resources:**

- Assist the Director/Assistant Directors in identifying available internal EMCBC skills to address skill gaps.

- Assist the Director/Assistant Directors in developing staffing strategies that will secure a balanced, diverse pool of applicants.
- Assist the Director/Assistant Directors in determining staffing priorities based on workforce planning conducted in the development of this Plan.
- Assist Assistant Directors in the development and preparation of justifications for staffing actions.
- Prepare exceptions to the EM Hiring Controls Policy, if applicable, and obtain Director, EMCBC approval. Coordinate approvals with EM-HQ.
- Prepare semiannual report to EM-1 on EMCBC's success in meeting staffing level goals and Plan objectives.
- Update the Plan annually, or as required.

### **3.4 Office of Civil Rights and Diversity:**

- Assist Assistant Directors in developing recruitment and/or staffing strategies that will secure a balanced pool of applicants.
- Assist the Office of Human Resource and/or Assistant Directors in the execution of the strategies identified in this Plan.

## **4.0 EMCBC HUMAN CAPITAL SYSTEM (HCS)**

The EMCBC has established a HCS which reflects the same operating principles established by EM. These operating principles include:

- Safety
- Diversity
- Emphasis on Competence
- Long-Term Perspective
- Performance
- Career-Oriented and High Morale

The EMCBC HCS promotes organizational success through employees who are motivated by their work and by the work environment; a competent and capable workforce that clearly understands the priorities and the goals of the organization; a diverse workforce that is able to work together to accomplish the mission; and effective management of the work utilizing project management principles.

The EMCBC HCS performs two essential functions in ensuring that potential skill gaps are identified and addressed:

- Workforce Analysis – An on-going assessment of the availability of skills against those required to ensure the successful accomplishment of the EMCBC mission. (See Section 5.0)

- Identification of Strategies for Addressing Current & Future Workforce Needs – Establishment of the various methods, tools, etc., available to train, qualify, and certify the existing EMCBC workforce and/or to recruit and train new employees to enhance the leadership, management, and technical competencies necessary for a high-performing organization with a long-term mission. (See Section 6.0)

## 5.0 WORKFORCE ANALYSIS

The most vital component of EMCBC's human capital efforts is the ability to ascertain which critical skill sets are needed today and in the future (three to five years) to meet mission requirements. The EMCBC conducts skill gap assessments on an ongoing basis to ensure that any skills gaps are addressed in an effective manner. The EMCBC employs several different methods for assessing skill deficits and surpluses, for example

- Detailed skills assessments are conducted on an annual basis to update this Plan as well as the Federal Technical Capability Program (FTCP) Plan, which identifies critical technical skill gaps.
- Periodic (i.e., monthly and quarterly) skill gap assessments are performed in support of HQ-EM to monitor skill gaps in critical technical, acquisition and project management career fields.

### 5.1 EMCBC Staffing

Staffing levels at EMCBC may be impacted by an aging workforce, fluctuating workload associated with the EM closure schedule, EM hiring controls, level of support needed by other EM sites, and A-76 Competitive Sourcing. The authorized Full Time Equivalents (FTEs) for the EMCBC for the period from FY 2007 – 2011 are depicted in the chart below:

EMCBC AUTHORIZED FTE				
FY07	FY08	FY09	FY10	FY11
146	146	146	146	146

External hiring opportunities (i.e., outside of EMCBC) will, in some cases, be subject to HQ-EM hiring policy and require approval through the EM Hiring Controls process. This will be in effect for the foreseeable future. Primary sources for external recruitment include:

- Career Transition Assistance Plan (CTAP) employees within the EMCBC commuting area, if applicable;
- Surplus/displaced employees from closure sites, if applicable;
- Employees of other DOE organizations and/or other Federal agencies;
- Non-status candidates referred and selected under OPM Delegated Examining Procedures; and/or
- Employees hired through other special hiring authorities.

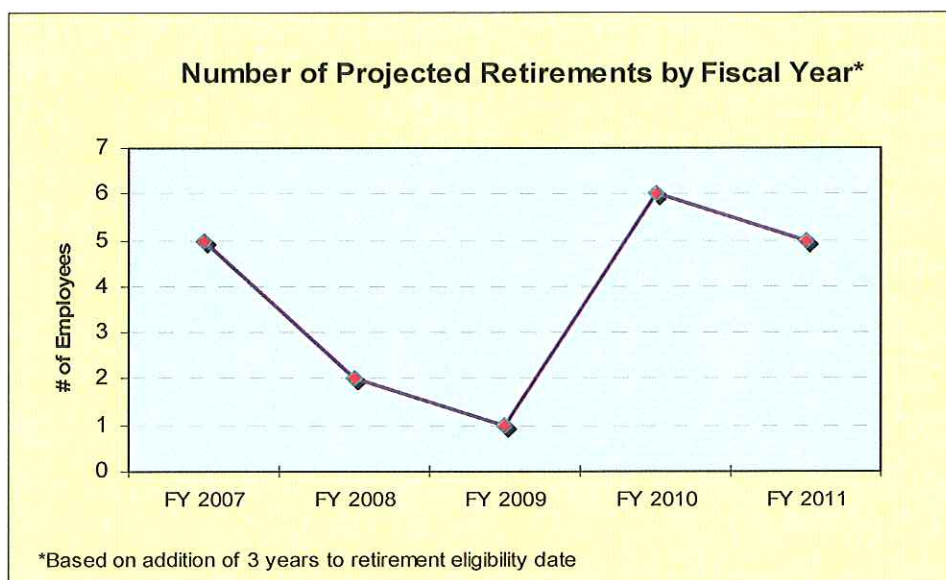
Another potential impact on the EMCBC staffing level is the A-76 Competitive Sourcing activities. Although implementations of the Financial Services and Training MEOs have already occurred, the potential exists in the future for other business functional areas to be studied.

## 5.2 Workforce Profile

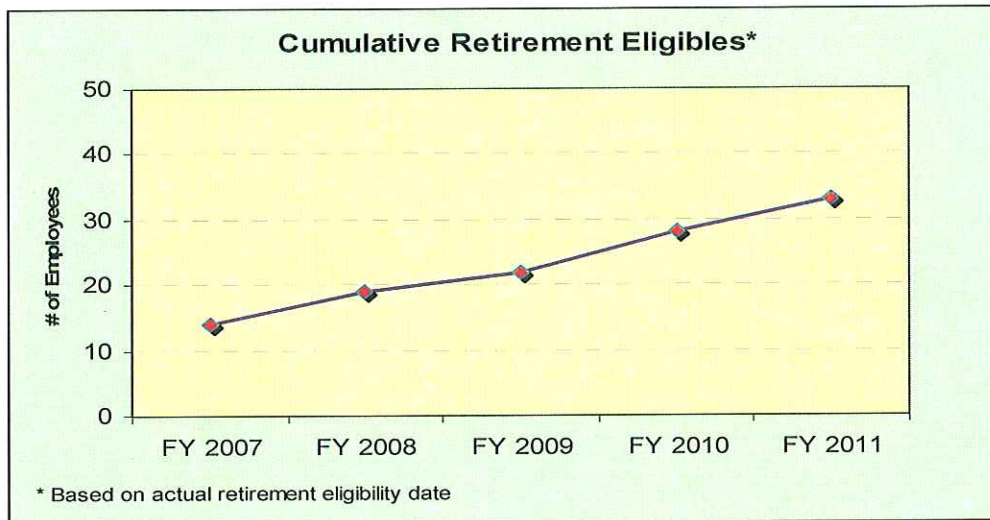
The data used in this Plan was obtained from DOE Info, the Corporate DOE employee data repository, as of September 2006. The EMCBC has 137 permanent, full time employees on board. The average general schedule (GS) grade is 12. The average supervisory-to-employee ratio is 1:12. The average age of the workforce is 47 years old. Of the 137 employees, 11 are disabled with targeted disabilities.

Overall, the EMCBC's representation of minority candidates, including African American Male, African American Female, Hispanic Male, Hispanic Female, American Indian Female, and Asian Female and Male are equal to (i.e., within +/- 2) or above the representation of the Civilian Labor Force (CLF). EMCBC's positions at the General Schedule (GS) grades GS-15 and GS-14 have a representative number of females and minorities when compared to the CLF; EMCBC's positions at the GS-13 and below are also representative when compared to the CLF, including persons with targeted disabilities (11). Of the 137 employees, minorities represent 22% and females represent 50% of the total population.

For the purposes of this Plan, retirement projections were based on the Social Security Administration's (SSA) analysis and approach to projecting retirements based on adding 3 years to retirement eligibility dates. The SSA's analysis found that most individuals do not retire when eligible; however, individuals do retire on an average of 3 to 5 years after they are eligible. EMCBC took the conservative approach and projected retirements by adding 3 years to retirement eligibility dates. Using this approach, at the end of FY2007, 4% of the workforce is projected to retire. Over the next five years, 14% of the workforce is projected to retire, assuming the EMCBC is fully staffed. The graph below depicts these projected FY2007 – 2011 retirements.



Between FY 2007 and FY 2011, the cumulative number of EMCBC employees that will be eligible for regular retirement steadily increases. The data in the graph below is based on actual retirement eligibility dates. Using this approach, the EMCBC could potentially lose up to 33 individuals (24%) due to retirements during the period covered by this plan.



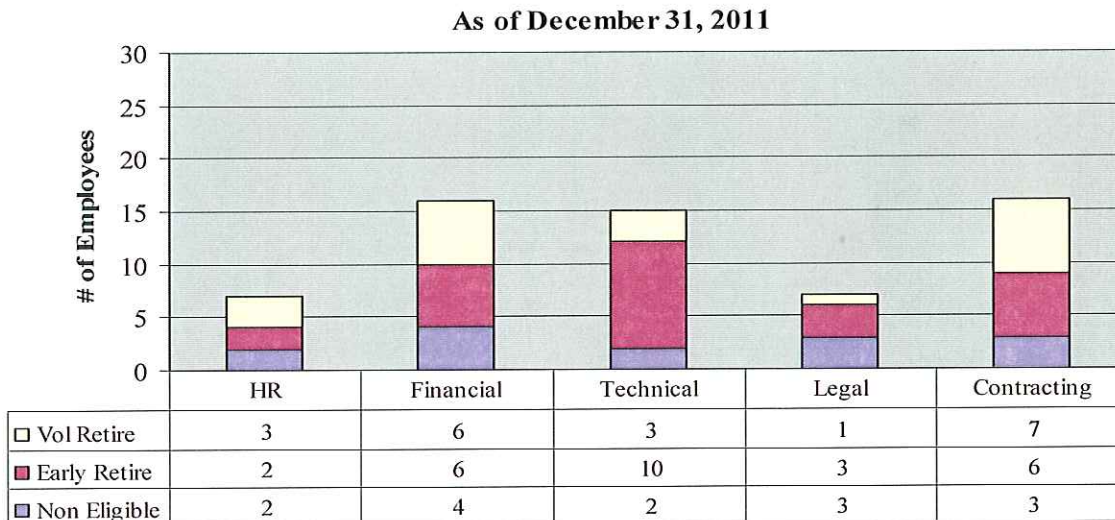
The chart below depicts projected FY 2007-2011 retirements (actual retirement date) by job series. The total number of projected retirements is 33. The last column of the chart captures the percentage of losses as compared to the total number of employees in the occupation. Continued focus should be placed on determining whether these losses will impact EMCBC's ability to support or accomplish the mission.

PROJECTED RETIREMENTS BY JOB SERIES (2007- 2011)			
POSITION TITLES	SERIES	# OF EMP	% OF LOSSES
Personnel Security Specialist	00080	1	100%
Program Manager/Specialist	00340	3	37.5%
Accountant	00510	2	18%
Administrative Officer	00341	1	100%
Attorney-Advisor	00905	1	12.5%
Budget Analyst	00560	1	20%
Contract/Procurement Specialist	01102	6	27%
Financial Technician	00503	1	50%
Financial Manager	00505	1	100%
General Engineer (Cadre)	00801	1	14%
Human Resource Officer/Specialist	00201	3	33.0%
Industrial Property Management Specialist	01103	1	50%
Physical Scientist (Cadre)	01301	2	25%
Procurement Technician	01106	1	50%
Program/Management Analyst	00343	5	22%
Realty Officer	01170	1	33%
Secretary (OA)	00318	1	14%
Technical Information Specialist (Cadre)	01412	1	100%
TOTAL		33	

This Plan will be utilized in conjunction with the EMCBC Diversity Strategic Plan and the annual Equal Employment Opportunity (EEO) reporting (e.g. Affirmative Employment Plan, Disabled Veterans' Affirmative Action Program Plan, and the Federal Equal Opportunity Recruitment Plan). The workforce diversity strategies identified in this Plan are not intended to be substitutes for the diversity strategies identified in those documents. However, this Plan's strategies are intended to reaffirm EMCBC's commitment to maintaining and balancing the diversity profile.

### 5.3 Critical Skills Gap Analysis

The chart below depicts the number of employees in key professional and administrative occupations by retirement eligibility as of December 31, 2011. Analysis of the data reveals that, by 2011, a considerable number of employees will become eligible for early retirement. This is in addition to those who will become eligible for voluntary retirement. Although the marked increase in early retirement eligibility does not pose an immediate concern relative to maintaining those critical competencies, it supports the need for continuing utilization of entry-level recruitment as appropriate.



The job series used for this analysis was HR – 00201, Financial – 00510 and 00560, Technical – 1301 and 00801, Legal – 00905, and Contracting – 01102 and 01106.

#### 5.3.1 EM Closure Cadre

One of the key ways the EMCBC plays a role in the accelerated risk reduction and cleanup mission of EM is in providing technical and subject-matter expertise in managing site closure requirements. The EM Closure Cadre, assigned to the EMCBC, Office of Technical Services, consists of approximately 23 individuals who perform specialized functions that support numerous closure projects across the EM complex. Several Closure Cadre employees are now deployed on assignments to different sites. Other members of the Closure Cadre have been assigned to HQ and stationed where they can be deployed rapidly to respond to safety-related incidents at EM field sites, or to efficiently assist in performing assessments and other oversight functions.

The continuing challenge is to maintain the expertise in site closure activities in-house such that it can be used across the EM complex when needed. Many of the closure sites have identified needs for technical support in the following areas: cost estimating, nuclear criticality, quality assurance, project controls, waste management, industrial hygiene, fire protection, and safety. Contractor technical support may be one of the tools used to fill some of these EM-wide skills gaps. At the end of FY 2007, 9 individuals, or 39%, of the Closure Cadre staff will be eligible for early or voluntary retirement. By the end of FY 2011, 18 individuals, or 78%, of the staff will be eligible for early or voluntary retirement. The job series identified are: 801, 1301, 340, 690, and 1412.

## **6.0 STRATEGIES FOR ADDRESSING CURRENT & FUTURE WORKFORCE NEEDS**

### **6.1 Employee Development**

EMCBC leadership understands the need for enhancing the skills of the existing workforce to achieve and maintain a high-performing organization. Historically, employee development has been viewed as involvement in formal training classes or employee participation in one of several career development programs, such as U.S. Department of Agriculture Graduate School's Aspiring Leader Program, New Leader Program, Women's Executive Leadership Program, and Executive Potential Program, or OPM's Executive Leadership Program. These programs provide high-potential GS-05 to GS-15 level employees with training and developmental opportunities to facilitate exposure to and achievement of team leader or supervisory competencies. Specific grade levels are tied to each of the programs. However, effective employee development involves more than these types of programs. Employee development activities may encompass, but are not limited to, the following:

- Formal and On-the-Job Training (OJT)
- Educational Courses
- Career-Ladder and Upward Mobility Program Positions
- Student Employment Programs

#### Formal and On-The-Job Training (OJT)

Formal training involves attendance at classroom training that is offered on-site or off-site, with or without tuition and/or travel costs. Formal training must be conducted by a qualified instructor and typically requires validation that the transfer of learning from the instructor to the students has occurred. On-the-Job Training involves employees actually performing the work under the tutelage of a supervisor and/or subject-matter expert.

#### Educational Courses

EMCBC employees are eligible to attend college courses and receive tuition reimbursement for courses that support the needs of their assigned position and organization. The colleges and universities must be accredited by a nationally acclaimed body that is recognized by the U.S. Department of Education. The selection of employees for an academic degree training program must follow the requirements of Federal and DOE training guidelines.

### Career Ladder, Upward Mobility and Career Intern Programs

A career ladder consists of all positions the grades of which range from the lowest level at which an employee can be hired as a trainee, up to the journeyman grade level, also known as the full performance level. It is the normal grade progression through which an employee may advance noncompetitively to reach the full-performance level (top grade of the career ladder) of a particular job. Career ladder positions may be established for one- or two-grade interval positions, depending on the occupation. Career Ladders provide progressively more responsible experience and non-competitive promotion potential for incumbents up to the designated full-performance level provided that performance is at an acceptable level.

Upward Mobility Program positions provide and improve career opportunities for those employees who have demonstrated high potential and interest, but lack specific qualifications for assignment to certain career fields or positions that will extend their career opportunities. Employees selected for Upward Mobility positions are assigned to trainee positions which will enable them, through experience, assignments, and selected job-related courses, to progress from one position, or occupational series, to another which offers greater career potential. In 2006, the EMCBC filed one Budget Analyst position through the Upward Mobility Program.

The DOE Career Intern Program (CIP), which is modeled after the Federal Career Intern Program, is a 2-year intern program that provides work and developmental experiences that show a broad overview of the breadth, complexity and importance of DOE's mission. The program is cross-functional, i.e., it provides participants a big picture of DOE by including opportunities to gain an understanding of the roles and responsibilities of the various functions and organizations of the Department, and their interfaces. It is flexible, allowing managers from across various offices to tailor the program to their respective missions and corresponding needs. The EMCBC launched its Career Intern Program in FY 2006, resulting in the employment of four interns in the contracting and financial management functions. In FY 2007, EM will implement its Career Intern Program to provide a means for succession planning and to ensure EM has a continuing source of highly competent technical staff.

### Student Employment Programs

The Student Educational Employment Program has two components, student temporary employment and student career experience. It is available to all levels of students: high school, vocational and technical, associate degree, baccalaureate degree, graduate degree, and professional degree students. The Student Temporary Employment Component offers temporary employment. Employment can range from summer jobs to positions that can last for as long as an individual is a student. In 2006, the EMCBC successfully employed two high school students for summer jobs.

The Student Career Experience Component offers individuals valuable work experience directly related to the academic field of study. It provides formal periods of work and study while students are attending school. Individuals may be eligible for permanent employment under this component after successfully completing their education and meeting work requirements. The EMCBC employs one student who is enrolled in a degree program in Paralegal Studies.

The following sections discuss additional employee development programs deployed by the EMCBC to ensure sufficient emphasis on safety, project management and contracting within the covered career fields. Some of the key qualification and certification programs, including safety-

based qualification programs and project management and acquisition related certification programs are explained below.

### **6.1.1 Qualifications Programs (Safety-Based)**

Safety is a key consideration in all EMCBC activities. An important safety related program is the DOE Federal Technical Capabilities Program, which sets forth DOE's commitment to develop and maintain a technically competent workforce to accomplish its missions in a safe and efficient manner. The Program stipulates that the Department will strive to recruit and hire technically capable people; continuously develop the technical expertise of its existing workforce; and, within the limitations of executive policy and Federal law, retain critical technical capabilities within the Department at all times. The FTCP sets forth the requirements for the DOE Technical Qualifications Program (TQP).

#### Technical Qualification Program

The DOE TQP is a process to objectively determine that individuals performing activities related to the technical support, management, oversight, or operation of defense nuclear facilities possess the necessary knowledge, skills, and abilities to safely perform their assigned duties and responsibilities. This Program was developed in response to the Defense Nuclear Facility Safety Board (DNFSB) Recommendation 93-3, Improving DOE Technical Capability in Defense Nuclear Facilities Program. The EMCBC has rigorously applied the TQP in a credible and conscientious manner. EMCBC's TQP has provided its technical staff with an improved ability to effectively oversee contractor activities and has demonstrated added value within line management organizations supporting the process. There are approximately 20 employees participating in EMCBC's TQP, which represents 17% of the total EMCBC workforce.

### **6.1.2 Certification Programs**

#### Project Management Career Development Program (PMCDP) Certification Program

On January 17, 2001, the Deputy Secretary of Energy directed the DOE Office of Engineering and Construction Management to establish the DOE PMCDP. This program establishes a well-defined career path for project directors that include certification, minimum training and continuing education requirements, and project responsibilities that are commensurate with clearly defined qualifications. The PMCDP has been approved by the Office of Management and Budget and the Office of Personnel Management. The EMCBC has 5 Federal Project Directors currently assigned to the EM Closure Cadre. Of these, 80% are fully certified to the level required under the DOE Project Management Career Development Program.

#### Contracting and Purchasing Career Development Program

DOE certifies its contracting staff against the requirements set forth under the DOE Acquisition Career Development Program, Contracting and Purchasing Career Development Program. These requirements are very similar to the standards set by the Defense Acquisition University (DAU). The DAU includes mandatory and desired standards that are taught directly at various sites located on or near Department of Defense (DOD) facilities and has 13 career paths related to the procurement process. Certification is based on education, experience, and training. There are currently 25 EMCBC employees in the GS-1102 series.

Twenty of them (75%) are rated at Level III. Three employees (15%) are now certified at Level II, and two (10%) at Level I.

#### Financial Management Development Program (FMDP)

The DOE Financial Management Development Program was adopted in June 1992 for the purpose of assuring the Department has managers and staff who can successfully address the current and future challenges necessary for strong and effective financial management. The FMDP emphasizes cross training, self study, on-the-job experience, and formal classroom training for continued professional development. The Program is built around established curricula for achieving seven certifications: Accounting Technician I & II; Accountant I & II; Budget Analyst I & II; and Financial Manager III.

DOE employees in financial management functions are strongly encouraged to use their individual development plans to guide their efforts to accomplish the curricula requirements and to achieve certification. Certifications are approved quarterly by the employee's supervisor, recognized with a certificate signed by the Department's Chief Financial Officer, and recorded in a DOE-wide FMDP certification database. At the EMCBC, 3 employees (23% of total) have been FMDP-certified.

## **6.2 Recruitment**

Over the next several years, the EMCBC will continue to implement recruitment strategies that ensure a sufficient number of skilled and diverse employees are available to transition into critical skill positions as they become vacant. When recruiting externally, the EMCBC will utilize recruitment strategies that target CTAP employees in the local commuting area, if applicable, and surplus/displaced employees from closure sites. When no candidates from CTAP or closure sites have been identified, EMCBC is committed to utilizing recruitment strategies that focus on hiring at the entry level, where appropriate, in all occupations. This strategy not only establishes a skills pipeline, but also facilitates targeted recruitment of underrepresented groups. Traditional recruitment methods, including internal recruitment under local Merit Promotion procedures, will continue to be utilized and the Merit System Principles will be applied.

### **6.2.1 Contracting Recruitment**

In FY 2006, EM estimated the need to fill approximately 20 new Contract Specialists, GS-1102 positions. These positions, located at various sites across the EM complex, were projected to address the expected increase in workload associated with the single project contract acquisition approach envisioned by the Assistant Secretary for EM. The EMCBC was charged with implementing a corporate recruitment effort, conducting advertising, qualifications reviews, and issuing certificates of eligible candidates to the supervisors at requesting EM sites. This corporate approach to recruitment is expected to reduce hiring time and help address the skill gaps in an expeditious way. To date, the EMCBC and the Savannah River Operations Office have utilized this tool to fill vacant positions.

## **6.3 Workforce Retention**

As EMCBC strives to maintain a capable and diverse workforce, retention of critical skills is important. As a result, development and implementation of effective retention strategies is

important. To address retention issues when they arise, consideration will be given to use of retention incentives as outlined in the EMCBC Retention Incentive Plan.

#### **6.4 Succession Planning**

In FY 2007, an EMCBC Succession Plan will be accomplished. This plan will outline the needs, challenges, and successes of the CBC.

### **7.0 GOALS AND CHALLENGES**

#### **7.1 Goals**

As stated previously, the EMCBC is committed to achieving and maintaining a representative, qualified, productive, and high-performing organization. This commitment is challenging, but possible with a continued EMCBC management focus on employee development and effective hiring actions as described in this Plan and the EMCBC Diversity Strategic Plan.

EMCBC's workforce management goals and challenges for FY 2007-2011 will continue to focus on maintaining the overall EMCBC workforce staffing levels while endeavoring to preserve competence, balance workforce diversity, ensure knowledge transfer, and accomplish the EMCBC cleanup mission.

Employees are EMCBC's most important resource. Without the employees, organizational success will not be achieved and the goals and objectives of the cleanup mission will not be accomplished. The EMCBC Leadership Team must develop and maintain a motivated, diverse, competent, and capable workforce; identify the resources required to execute the cleanup mission; and support EM closure sites.

#### **7.2 Challenges**

Over the next five years, the EMCBC will be faced with challenges resulting from retirements, site closures, and the need to ensure the availability of technical (Closure Cadre) and non-technical skills to meet the demands of the near-term EM closure schedule. As site closures approach, skilled and experienced workers may be inclined to find other employment, and the younger portion of the EMCBC workforce that represents the future of the organization may depart for employment opportunities with greater longevity. The EMCBC Closure Cadre will be looked upon to provide the skills necessary to successfully bring sites to closure. Potential loss of critical skills and institutional knowledge does not take into account the losses that will occur as a result of vacated positions for reasons other than retirement. Therefore, it is important that the EMCBC make every effort to locate, attract, and retain a qualified and career-oriented workforce to carry out the EM mission.

In the longer term, EMCBC will face the rapidly aging workforce and the resulting future skills imbalances in critical areas. Creative initiatives must be implemented to address succession and workforce planning in the future.